

GrummanWorld

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Our Employees Are Our Major Shareholders

February 12, 1988

Navy And Grumman Reach F-14D Settlement

BETHPAGE, N.Y., Feb. 1 — Grumman and the Navy have signed an agreement which resolves material differences over technical problems in the development of the Navy's F-14D aircraft. The agreement will result in a pretax charge of \$60 million against Grumman's fourth quarter 1987 earnings, which will be announced later this month.

Since August 1986, Grumman has reported the existence of technical problems associated with the F-14D and A-6F development contracts which could significantly affect program costs and schedules. Grumman was performing the work at no profit under fixed price contracts valued at \$1.4 billion which were awarded in 1984.

The settlement of these technical problems associated with the F-14D development contract increases the price of that program. The settlement provides for Grumman and the Navy to share equally in costs in excess of the original \$984 million contract price until the Navy has absorbed \$60 million as its share of such costs. Additional costs, if any, will be borne by Grumman.

The charge to earnings is expected to cover Grumman's share of costs on the program,



On The Tarmac. Tomcat No. 558 gets ready to leave for the Naval Air Test Center, Patuxent River, Maryland. The aircraft is the first F-14A(PLUS) delivered to the fleet. (Photo by Gerry Costello)

and the company expects to record future revenues from this development program at no profit.

Revenues from the F-14D development program will be down 55 percent in 1988 compared to 1987 and will continue to decline until its completion in 1990 when the first F-14D production aircraft are delivered. The first full F-14D test aircraft, with new engines, radar and avionics, is scheduled to make its initial flight in the spring of this year.

In the fourth quarter of 1987, Grumman began delivering the F-14A(PLUS), a reengined aircraft developed under the F-14D contract. Thirty-eight of these aircraft are expected to be delivered by 1990. These production aircraft are not part of the no-profit development work.

Separately, Congress authorized continuation of the present A-6E program in the 1988 budget process, but it appropriated over \$700 million for the A-6F. Congress and the

Navy are discussing what version of the A-6 will continue in production in 1990 and beyond. A-6E's scheduled for delivery through 1989 were funded in previous budgets.

The technical problems previously reported, together with these Congressional and Navy discussions, have resulted in intense discussions between the Navy and Grumman which are expected to result in a restructured program.

Because of these uncertainties, the company is unable to assess the financial effect from any restructuring of the program and will continue to record sales from the development program on a break-even basis.■



Hushed Surroundings. In the Anechoic Chamber in Calverton, Long Island, John LaSalle and Corey Hyatt set up the EA-6B Prowler's new radios for testing. Grumman recently began using a computer that automatically advances the radios through the frequency spectrum and records results, eliminating the need for a pilot to be in the cockpit during such tests. (Photo by Karl Thoma)

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Benton Park Electronics Facility Shows Its Mettle On Three New Subcontracts

BENTON PARK, Pa. — The paint is dry on the Electronics Systems Division's spanking new facility — and the 118 Grummanites here have taken on three new customers.

The three subcontracts involve building printed circuit boards for military electronics systems. The contracts are with Sikorsky, RCA, and Unisys.

Fliers, Take Note

The Travel Department again has the opportunity to purchase Eastern Airlines Air Shuttle Commuter Value Pack ticket booklets. These offer a 30 percent discount for business travel between New York and Washington or Boston.

Each pack includes 10 one-way shuttle tickets. To take advantage of this discount there are three rules that must be followed.

First, you must be traveling on company business. You must take a complete book and, third, you must use the tickets by the end of 1988.

For more information about the value pack, contact Josephine Brune, (516) 575-2727.

The Sikorsky subcontract is for the Blackhawk helicopter program. It will begin in March. "Sikorsky just received a follow-on order from the Army for the Blackhawk," says Ken Walch, site director at Benton Park. "It needed a subcontractor that could start up quickly. With our new facility ready, Grumman was an ideal candidate."

The RCA job was the first of the four subcontract projects, and was wrapped up in January. These boards go into Air Force equipment shelters. RCA is expected to place follow-on orders with the division.

"The people here put a lot of hours and effort into getting the equipment up to speed and meeting the schedule," Walch says. "RCA's quality control people came here to do inspections, and they were very pleased with the work."

The Unisys program also begins in March at Benton Park. These boards are for a ship radar control system.

"This job is the first we have won where production will be handled under the government's new Weapons Systems Specification," says Walch. "This is a strict new standard, analogous to those of the Apollo program. The Benton Park facility was set up to manufacture to those standards. Our people have to be



Critical Connection. At Electronics Systems' Benton Park Operations, Barbara Szweczyk solders a wire wrap subassembly for the Grumman computerized automatic tester. The facility recently began work on three new subcontracts. (Photo by Bob Settles)

trained and tested in certain skills, such as soldering."

In addition, Grummanites at Benton Park will work on a pilot program for Litton. The crew will produce and test digital printed circuit boards for a computerized air command and control system called Tactical Air Operations Control. This project has huge growth potential; the outcome will depend on what options the government exercises with Litton.

The brand-new facility is in East Benton Township, Pennsylvania, about 10 miles northwest of Scranton. It went into operation in mid-1987. In addition to the subcontracts, Benton Park does work for Grumman Aircraft Systems Division and Electronics Systems Division programs. ■

Personals

I would like to thank all my friends, co-workers and ESO for their phone calls, visits, cards, flowers and gifts during my recent illness. **Blanche Baskerville**

To all my friends, co-workers and ESO: a heart-felt thank you for your kind expressions of sympathy and support after the passing of my mother. **Michael DiChiara**

My family and I would like to thank all our friends and co-workers at Grumman for their thoughtfulness and kind expressions of sympathy after the loss of our brother. **John Paul Matthews and Family.**

A very sincere thank you to those of you who shared our grief on the loss of my husband, and our father Edward. Your kind expressions of sympathy will not be forgotten. **Marian Strange and Sons**

I want to thank my friends, co-workers and ESO for their kind expressions of affection and support during my recent hospitalization. **Harry Breul**

My family and I would like to thank our friends, co-workers and ESO for their kindness, sympathy and support during the recent loss of my mother. **Stella Havens**

Linen Dies At 75

James Linen, a member of the Grumman board of directors from 1978 to 1984, died February 2, at 75.



Linen joined *Time* magazine immediately upon graduation from Williams College in 1934. He later became advertising manager of *Life* and served four years in

the Office of War Information during World War II.

He was *Time's* publisher for 15 years after World War II and was president of Time Inc. from 1960 to 1969. After retirement, he formed his own consulting firm. Linen had served on the Grumman board's compensation, investment review, and nominating committees.

Linen is survived by his wife, Sara, and six children. ■

Unit Values

The Grumman Employee Investment Plan recently announced the unit values as of December 31, 1987, compared to November 30, 1987. The unit values are:

Equity fund
3.754 up from 3.474

Fixed Income Fund
5.888 up from 5.815

Guaranteed Income Fund
2.672 up from 2.648

Company Stock Fund
\$17.31 down from \$21.12

Obituaries

Thomas E. Becker of Manufacturing, Salisbury, Maryland, Electronics Systems Division, died Jan. 4 at the age of 28. He had been with the company since 1986 and resided at Rt. 3, Box 350D, Laurel, Delaware.

Harold J. Ciacco of Measurement Standards Laboratory, Bethpage, Aircraft Systems Division, died Dec. 22 at the age of 65. He had been with the company since 1965 and resided at 144-80 Sanford Ave., Flushing, N.Y.

John G. Foley of Procurement Services, Bethpage, Corporate Services

Division, died Jan. 4 at the age of 66. He had been with the company since 1951 and resided at 54 East John St., Hicksville, N.Y.

Robert J. Nolan of Payroll, Bethpage, Corporate Services Division, died Jan. 11 at the age of 50. He had been with the company since 1958 and resided at 9 Rhonda Terrace, Farmingdale, N.Y.

David Winthrop of Systems Development and Integration Management, Calverton, Aircraft Systems Division, died Jan. 14 at the age of 59. He had been with the company since 1960 and resided at 20 Cusick Ave., Kings Park, N.Y.

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C-17 Gets Green Light

The Air Force has awarded McDonnell Douglas a \$603.6 million contract to begin production on the C-17 airlifter. Grumman's Aerostructures Division has a \$28 million subcontract on the C-17 full scale development program.

The C-17 will carry up to 172,000 pounds of equipment, cargo and troops over intercontinental distances to airfields near battle zones. McDonnell Douglas' production contract covers the first two of a planned 210 C-17s, plus some material and start-up costs. Assembly is scheduled to begin in early 1989.

Grumman is designing the aircraft's composite control surfaces and building two shipsets of test articles. One set will be used on a flight test aircraft, while the other will go on a non-flying, structural test plane.

McDonnell Douglas is soon expected to exercise options for production of subassemblies and components. The flight test aircraft is scheduled to fly in August of 1989, while the first production aircraft will fly several months later. ■

Fellowship Competition Is Open

Qualified Grummanites in Aircraft Systems, Aerostructures, Electronics Systems and Space Systems can apply for the 1988 Grumman Science and Engineering Masters Fellowship Program.

To compete, you must have a bachelor's degree in a discipline related to the analysis, design or manufacture of aerospace or electronics products, and have worked full-time for Grumman since September.

The company pays the tuition, fees and the cost of books. Fellows also receive stipends to cover time off from work they may need to meet their scholastic commitments. They also pick and spend six months working in areas of the company that interest them.

Brochures are available from the Fellowship Office, A10-35, or your local administrator. Applications are available only at the Fellowship Office. Call (516) 575-2682. Application deadline is February 29.



Part Of The Future. Using their SOCRATES online system, account rep Liane Munroe and buyer Bill Edwards can speed the search for information about part orders placed with Hewlett-Packard. (Photo by Jim Wagner)

The Future Of Parts Buying Has Arrived

Electronic shopping arrived at Grumman on January 25.

That day Hewlett-Packard set up three of its SOCRATES personal computer-based, on-line product information systems in Great River Operations. This computer link between Grumman Electronics Systems and a supplier was the first of its kind at Grumman.

"It's part of the future of this department," says Charles LaRocca, avionics subcontract manager in Great River's Procurement Department. "It's what we hope to eventually be able to do with most major suppliers."

SOCRATES (Secured Online Customer-Requested Access To Established Systems) allows Great River Procurement to look into Hewlett-Packard's product availability and product order status systems. Such information is a daily need for LaRocca, buyer Bill Edwards and account rep Liane Munroe.

Among a Procurement staff of 48 buyers, expeditors, field reps and supervisors at Great River, these three people buy the division's Hewlett-Packard products, nearly all of the 7,000 catalogued by Hewlett-Packard. They are used in Grumman's electronic products such as automatic test equipment and aircraft avionics.

In a year, purchases amount to \$13 million in computers, instruments and parts. Grumman is Hewlett-Packard's third biggest account in the New York metropolitan area and among the top 50 nationwide.

LaRocca says SOCRATES will simplify and speed the work

of the people in Great River Procurement. Buyers must know the current prices and availability of items. They also need to know delivery lead times to prepare orders.

Account reps often play the part of procurement gumshoes. They track parts from the time they are ordered until someone in production picks them up at the Great River receiving dock. The need for such information becomes vital when someone from production in the next building comes looking for critical parts that can't be found.

Typically, says Munroe, "There's a lot of paperwork and a lot of calls."

SOCRATES will eliminate much of that. All the information is available immediately, it's current, and getting it doesn't depend on locating the sales rep or some other contact.

Hewlett-Packard is letting Grumman use SOCRATES free during a six-month trial. If

Grumman likes the system, it can buy the hardware it now has or purchase a somewhat less sophisticated version.

Other than the usual "which button do I push now?" problems encountered with any new system, LaRocca thinks it will be a hit. Moreover, the system can be linked to Procurement's other data bases. With personal computer software such as Lotus, it can do in hours what once meant a week of hand calculations.

Time-saving systems are becoming very important to Procurement. That's especially important since, LaRocca says, workload increases are the norm. Systems such as SOCRATES also mean better production planning and delivery scheduling by suppliers.

"You can hope to attain just-in-time deliveries," says LaRocca. "That would reduce the expense of stockpiling production materials at Grumman." ■

Letter To The Editor

Dear Editor,
Many thanks for the spectacular publicity in the December 18th Annual Report To Employees issue.

As a result of that article, I am now sitting back, confidently anticipating a score of offers to star in various Broadway and Hollywood productions, to dine with *the* Ron and Nancy in the White House, and a non-aggression pact with the local moose and hunters! Not to mention the reception I'll get at the next retiree chapter meeting. But we may be too busy having fun to take up on any of the above offers.

Thanks again. Our best to all our friends at Grumman.

Sincerely,
Nancy and Ron Small
N. Shapleigh, Maine



An Interview With John O'Brien

'I believe all managers are accomplishing the right down to the bottom. Otherwise we're

John O'Brien was named chief executive officer of Grumman in January; he will succeed Jack Bierwirth as chairman when Bierwirth retires from Grumman in August. In a February 3 interview, he talked with Grumman World about some recent wins and losses, his management style, and a few other things on the minds of Grummanites.

Grumman World: About the ATA...

John O'Brien: As I've said in the press, it was a tough loss. Tough on the people who competed for it and did an outstanding job, and tough on the company. But, in the environment the defense business is now working in, it's not a tough loss. We were not willing, nor were our partners willing, to make the kind of investment necessary to make the winning dollar bid. The customer apparently bought on the basis of low bid, and there's not a great deal we can do about that. I see the ATA program moving to the right, both technologically and from a defense budget standpoint, and I see significant need for more and more improvements to the A-6s, the F-14s, the E-2s. And that's a business we've been very successful in. Which, in most interviews I give these days, leads to the next question: "Why is Grumman getting out of the airplane business?"

'DMMIS is potentially the largest contract Data Systems has ever won.'

GW: That must irritate you...

JOB: It irritates me when I see that the statistics used to prove that we're getting out of the airplane business prove how deeply we're in the airplane business. *Business Week* used a pie chart which showed that yes, the airframe business as a percentage of our total business

is less now than it was five years ago. But if you look at our total airframe sales, you'll find that they're higher today than they were five years ago. That tells me that we've done exactly what we said we'd do. We said we would maintain or increase our airframe work while growing the business from the other technologies we've developed over many years. People who say we're getting out of the airplane business are just not paying attention. We're following the plan we laid out a long time ago: airframes are and will continue to be a very significant part of our business. I don't know what else to say to convince people.

What they don't recognize when they focus on the ATA loss is that we won \$2 billion worth of competitive proposals in 1987 alone, and that we entered 1988 with a record backlog. For the future of this company, the stability of this company, those wins are very important.

GW: The Depot Maintenance Management Information System that Data Systems just won, for instance...?

JOB: Yes, that was a very important win for us. DMMIS potentially the largest contract Data Systems has ever won, and they beat out some of the best in the industry. They needed that win, and they deserved it.

GW: And the LLV Division is doing well, too, isn't it?

JOB: Very well. We've got at least 95 LLVs coming off the assembly line every day. We hit

110 one day when everything was working perfectly. The people there are doing a terrific job, and they've adapted beautifully to a very different way of putting trucks together. The other good news coming out of that area is the commercial version of the LLV. We gave prototypes of a commercial version of the Postal Vehicle to six of our fleet customers. The response has been excellent, and we're getting ready to plan that new business. There are some technical problems to work out, but they're easy ones — and the potential for this product is tremendous.

GW: Well, since you've mentioned Data Systems and Allied...

JOB: The *Newsday* headline about Grumman selling those businesses started a big fuss around here, didn't it? I met in New York with about 50 financial analysts and the subject of Grumman's debt came up. We got into a hypothetical discussion of how capital could be raised without borrowing money. There is always the opportunity to sell assets, to sell equity positions in some of our businesses. It was a hypothetical, textbook approach. Those options have always been available to us: I didn't create something new. But the fact right now is that our assets are not for sale.

GW: Were you disappointed that Grumman didn't win a piece of Space Station Work Package 2?

JOB: Yes, very much so. But, fortunately, I think we won the best of all the space station contracts, and that's the Space Station Program Support contract. It involves us with all the prime contractors, with all the foreign countries, with NASA; it's the largest systems

integration job in the world. It's the prestige contract, and the only one in my opinion that will make any money during the development phase. We're very pleased to have teamed with Boeing and won Work Package 1, and we still see opportunities to participate in other work packages as the winners sort out what they have to accomplish. But the support contract could become a cash cow for us. We do not have to put a lot of capital into it and we'll get a reasonable return for what we're doing. The hardware contracts were very tightly bid: I don't see them throwing off any excess cash or even paying for themselves.

GW: You have said that you are a hands-on manager. Will that continue as you assume your new responsibilities?

JOB: I think people already recognize that they'll be seeing a lot more of me in various reviews and meetings. I spend time on the shop floor when I

'I think we won the best of all the space station contracts, and that's the Space Station Program Support contract.'

can; I know a lot of people there because I've been around for so long. I want to know what the division presidents are doing. I want to know how they're doing against the goals they've set — and I want to know while the ballgame is still going on, not when it's over. If there's something I can do to help, I want to be involved. If staying out of it is what I should do, I want them to tell me. I believe all managers have to be involved in accomplishing the goals set

Managers have to be involved in the goals set for their operations, lead man on the floor. Not going to win the game.'

for their operations, right down to the lead man on the floor. Otherwise we're not going to win the game.

GW: And you're pushing for more goal-setting.

JOB: I'm pushing for more goal setting, for responsibility and authority to be moved further down the management chain. I really don't want to be making some of the decisions that I'm called upon to make. I want the people who are supposed to be making the decisions to do it. And I'm starting to see more and more of that.

GW: How would you characterize the management style at Grumman?

JOB: A little too laid-back to satisfy me, but that's getting better, too. Attention to detail has slipped a little, but it's going to get back to where it ought to be. I think the quality program, in which we're doing some surveys to pinpoint our difficulties, is going to help with that.

GW: You have said that the quality of Grumman products hasn't slipped...

JOB: We deliver quality products to the customer — but I'm concerned about how we get that quality. Off the top of my head I would say that we have rework costs for 1987 of some 20 to 30 million dollars. That's all built into our product cost, all taken out of our profits. It's a lot of money, a lot of waste, inefficiency — and a lot of frustration for people who thought they did it right. The quality program should help us to solve those problems right where they're caused — in engineering or tooling or on a bench — wherever the problem is.

GW: How does our rework rate compare with that of other companies?

JOB: I'm not sure our rework rate is that bad compared to others — but it's not good enough to satisfy me. Our goal shouldn't be to be no worse than the other guy: we have to try to be better. When all the errors and rework get factored into your data base, they get used as the basis for calculating the next

'The asset value of this company has grown dramatically in his watch. I think Jack Bierwirth left a pretty tough record to beat.'

major competition. Pretty soon, you're not competitive. I think this company can be better than the competition. Maybe we've learned some bad habits, but we're going to fix them.

GW: Is there anything in Grumman's culture you'd like to change?

JOB: A company's culture is hard to dissect; it's made up of all little things. But for one, I think we have to become constructively cynical. We're very trusting — which is a nice personal attribute, but one that doesn't always serve you well in business. There are very few people at Grumman who would go to Times Square and buy a Rolex watch for \$100 and believe they got a Rolex. But, in some areas, we do that with our customers. We believe how many they say they'll buy later. Or let them tell us, 'go ahead with that and we'll process the change order later.' We have to become more cynical because our competitors are, and because our customers are. We still have to service our customers, and help

in any way that we can — but we're entitled to be paid for what we do. We've been giving away a lot, and we have to stop doing that.

GW: Will it be difficult to change?

JOB: As I've said before, for a company that's in the business of selling change, we accept change very reluctantly. Change is difficult — but to continue to succeed, we have to accept change, work with it, anticipate it, and turn it to our advantage. I think we're getting there. I'm much more encouraged than I was six months or a year ago.

GW: Anything specific?

JOB: No, just little signs. More attention to detail, more attention to profitability, to cost management, to quality. I see people saying 'okay, let's try it your way' — which is what you really want. Not so much a drastic change, but a gradual

rebalancing. Nothing really changes if it's done by revolution.

GW: Did Jack Bierwirth have any great advice for you as you step into your new role?

JOB: It's been a continuous learning process; we've spent a lot of time together. We don't always agree. But any differences are worked out in the privacy of his office or mine — and once we've decided something, we're both on the oars as hard as we know how to do it. Over the years, I've come to respect Jack more and more. He has broadened the outlook of this company tremendously from what it was when he came here. Because of him, we are recognized internationally and we've learned a great deal about operating in those markets. The asset value of this company has grown dramatically in his watch. I think Jack Bierwirth left a pretty tough record to beat.■



They Put Heart And Soul Into Blood Drives

Bill Jeffries takes Grumman blood drives to heart. The dates are marked in his appointment book, right next to his granddaughter's birthday, his friends' anniversaries, and his doctor's appointment.

"I spend almost as much time at Grumman now as I did when I was a full-time employee," says Jeffries, who retired from Grumman in 1973. Jeffries is one of a dozen retirees who help at over 100 Grumman blood drives each year. They interview and register donors and help with other administrative chores.

Jeffries spends at least three days a week at blood drives, so his calendar is booked solid through the end of 1988. He notes the time of the drive, the location, and the number of donors that should turn out that day.

Now almost 80, Jeffries looks 60 and has the enthusiasm of a 30-year-old. "I've been a

blood drive volunteer for seven years," he says. "Although the salary never changes, I treat it like a full-time business. And it's one of the most important businesses I know of."

Jeffries is very familiar with the need to have blood available in an emergency. He has had surgery for an aneurysm and a coronary bypass. He also suffered a massive heart attack, and now has a pacemaker.

Helene Stone retired in 1982 after working at Grumman for 25 years. She's been a blood drive volunteer for six years. "I talk with the folks about anything but giving blood while they register," says Stone. "A little conversation relaxes people."

As a new donor sits down to fill out the form, Stone tries to put him at ease. "There's nothing to be nervous about," she says as she quickly changes the subject. "Do we know each other? I used to work as a secretary here."

There are always at least five

retiree volunteers working at the Grumman blood drives. They alternate days and locations. Some just work during the night drives and others are backups for when the regular volunteers can't make it.

While a new team of employees is selected each year to work on the drive, most of the retirees have been volunteers for years. "We'd never be able to do it without them," says Pat Conklin, blood program director. "We learn from them. Based on their experience, they can suggest

how to arrange the tables to expedite the flow of people, and predict which hours in the day will be busy. This helps in the planning."

Kaye Sletchten likes helping in the coordination of the blood drives. However, she has other reasons for volunteering.

"I love people, and I love to see them live long lives," says Sletchten. "That's why I'm a volunteer. I try to talk with the donors and put them at ease. I want them to come back again — and maybe bring someone with them. You never know when you may need that pint of blood." ■

From Computer Wiz To Karate Champ



Her Best Foot Forward. Grumman's Debbie Pugh spars with Stony Brook Karate Club member Joe Corallo during a recent meet.

If Samantha Pugh ever gets picked on by bullies, they'd better watch out. Her mom can defend her from bullies big and small.

Her mother, Debbie Pugh, is a member of the Grumman Karate Club. While still on maternity leave after Samantha was born, Pugh took third-place in kumite (free sparring) in the North Atlantic Karate Association regional championships in Newtown, Connecticut.

"The competition was difficult for me because I was pretty out of shape," says Pugh. "I found that as I fought I'd start losing my breath. I didn't have the stamina."

Her determination saw her through, however. And now that she's back to work fighting computer problems on Data Systems' Emergency Maintenance team in Holtsville, Long Island, she's determined to earn her black belt in June. She now has a brown belt.

"Karate is an art form," says chief instructor and club founding president Jean Esquerre, a retired Grumman executive.

"It's also good for you physically and mentally. For the older person, karate can put you in good shape because the exercises

help you maintain flexibility. The self-disciplinary aspects of karate can be applied to any endeavor."

"I joined for physical fitness," Pugh says. She joined the club in 1984, when she was a summer employee working towards her degree in computer science. But, she says, she's gotten more than physical fitness from karate.

"When I go through bad times, I work out more," Pugh feels the physical and mental self-discipline help her deal better with life's problems. ■



A Helping Hand. Mary Kunkel is one of a dozen retirees to volunteer time at the Grumman blood drives. The retirees assist Grummanites in filling out the registration forms before donating blood. (Photo by Bob Settles)

Entry Deadline Is March 4 For '88 Photo Contest

All Grummanites are invited to enter the 1988 Public Affairs photography contest.

Winning entries will be enlarged to 20 x 30 inches, framed, and then displayed in Corporate Headquarters for one year. Upon completion of the exhibit, the framed prints will be returned to the winners along with an 8 x 10 inch negative of the print.

Here are the contest rules:

- ★ All photographs must be in color.
- ★ Any size print can be submitted.
- ★ An original negative or slide of the submitted photo must be available upon request.
- ★ All photos must be clearly labeled with your name, mail stop, and telephone number.

Entry deadline is March 4; winners will be announced by March 20.

Mail entries to Monique Monaco, A33-GHQ. If you have any questions, call Monaco on (516) 575-2898.

Houston Calling

Grumman Space Systems Division's Houston Operations in Texas has a new telephone number: (713) 335-7000.

Each Grummanite at that site now has a direct dial number as well. Jerry Bostick, vice president—Houston Operations, may be reached at (713) 335-7172.

The number for the site's facsimile machine has not been changed. It is (713) 333-4498.

How Grumman Stays Alert For Stormy Weather

Five inches of snow is on the ground when you wake up, and the weathermen predict 12 inches for Long Island. You call the Grumman weather emergency number and learn that all buildings are open. So, you shovel out your car and drive to work, grumbling all the way.

On snowy days, Grumman's director of Security and Transportation, Harry Volz, has been awake at least since 3 a.m. He must call Grumman President John O'Brien, recommending whether the company should stay open, delay opening, or close entirely.

Ultimately, the decision rests with O'Brien or, in his absence, a designee.

If Grumman closes, the cost of paying employees is borne by company overhead. *If the company does not close, and you cannot report for work, the time must be charged to your paid-absence or vacation time.* The same is true if you must leave early. As in any circumstance when leaving before the end of your shift, you must obtain your supervisor's approval beforehand.

The decision to stay open is not a snap judgement. Volz gets expert, first-hand information from the National Weather Service, county and state police and highway departments, and several other Grumman department heads.

"When a storm occurs, Grumman's policy is to remain open if possible — it always has been," says Volz. "Shutdowns and delayed closings only occur during life-threatening weather — such as very heavy snow, high wind conditions, and impassable roads. Six inches of snow on the ground usually is not life-threatening. But it does mean it will take longer to get to work and back and you must drive cautiously."

Since 1988 began, Long Island has had two snowfalls of note. All facilities remained open on January 4 and Calverton was the only facility closed on the 8th.

"The number of people who took a full day on the 8th was considerably greater than normal," says Bob Foster, Grumman director of Personnel. "Still others left early. In January, everybody has a full complement of unused sick and vacation days.

"We didn't see the situation as serious enough to warrant an early release, and we didn't shut down. But people have alternatives — sick leave, vacation — and they exercised them. They did what they had to do."

Grumman begins a snow watch the day before forecasters say it will begin. Flight Operations



Chilly Scene Of Winter. Grumman's 23,000 employees on Long Island have seen two noteworthy snowfalls in 1988. The company has computers linked directly to the National Weather Service. Decisions to close are made by 4:30 a.m. if snow falls overnight and by noon if it falls during the morning shift. (Photo by Bob Settles)

in Bethpage, which is staffed around the clock, has two computers linked directly to the National Weather Service. Decisions to close are made by 4:30 a.m. if snow falls overnight and by noon if it begins during the morning shift.

Depending on when snow is predicted to start, a committee meets the night before or the morning of a snowfall to discuss alternatives. These Grummanites represent Security, Environmental Operations, Industrial Controls, Transportation, Payroll, Facilities Maintenance, Flight Operations, Food Services, and the Crash Crew.

When a plant closes, 65 different parts of the company must be notified by Security. Departments are given different closing times so that gridlock doesn't result on the roads inside and outside the larger facilities. Security also contacts Long Island TV and radio stations to schedule announcements. A code word — which is arranged in October — prevents unauthorized people from calling up.

Even when a plant shuts down, many Grummanites must report for work. They include people from Facilities, Plant Protection, Transportation, and some critical computer-support departments in Data Systems. Each of those departments has a snow-duty schedule.

On January 8, Bethpage manufacturing plants also reported

a healthy turnout. "Things are tight for the company right now," says Pat Conklin, director of Administration for Aircraft Systems Production Operations. "People are very aware of deadlines and schedules, that we have to get these aircraft out, and

what they personally have to do to achieve that."

"At 4:30 a.m., when we advised John O'Brien to remain open, there was no snow on the ground," Volz recalls. "By 10 a.m., the accumulation was two inches. Now, you can't plow the streets with less than two inches. And we can't let our people out before the streets are plowed. That occurred at about 3 p.m. Waiting until the normal shift change made it safer for everybody."

Grumman's Transportation Department, which plows the parking lots and also helps stranded Grummanites, had a busy day on January 8. But most of the rescues were for people with electrical problems, not cars stuck in the snow. The day was no busier than during heavy rain.

"While the system is good, it's not perfect," says Volz. "We've had three complete failures. The most recent was Hurricane Gloria, which fooled all the forecasters. It was supposed to hit land much further west."

The Navy and Defense Department never tell Grumman it must remain open. "They know what we go through in deciding to shut down," says Volz. "They also know we don't just say 'go home' to everyone at the first snowflakes.

"Closing a facility is expensive for any business — and a decision we don't make unnecessarily."■

Readership Survey

We don't want to do all the talking. We'd like to know what you think about the things you see in these pages. Your comments, suggestions and complaints are welcomed. Please take a few minutes and give us your opinions.

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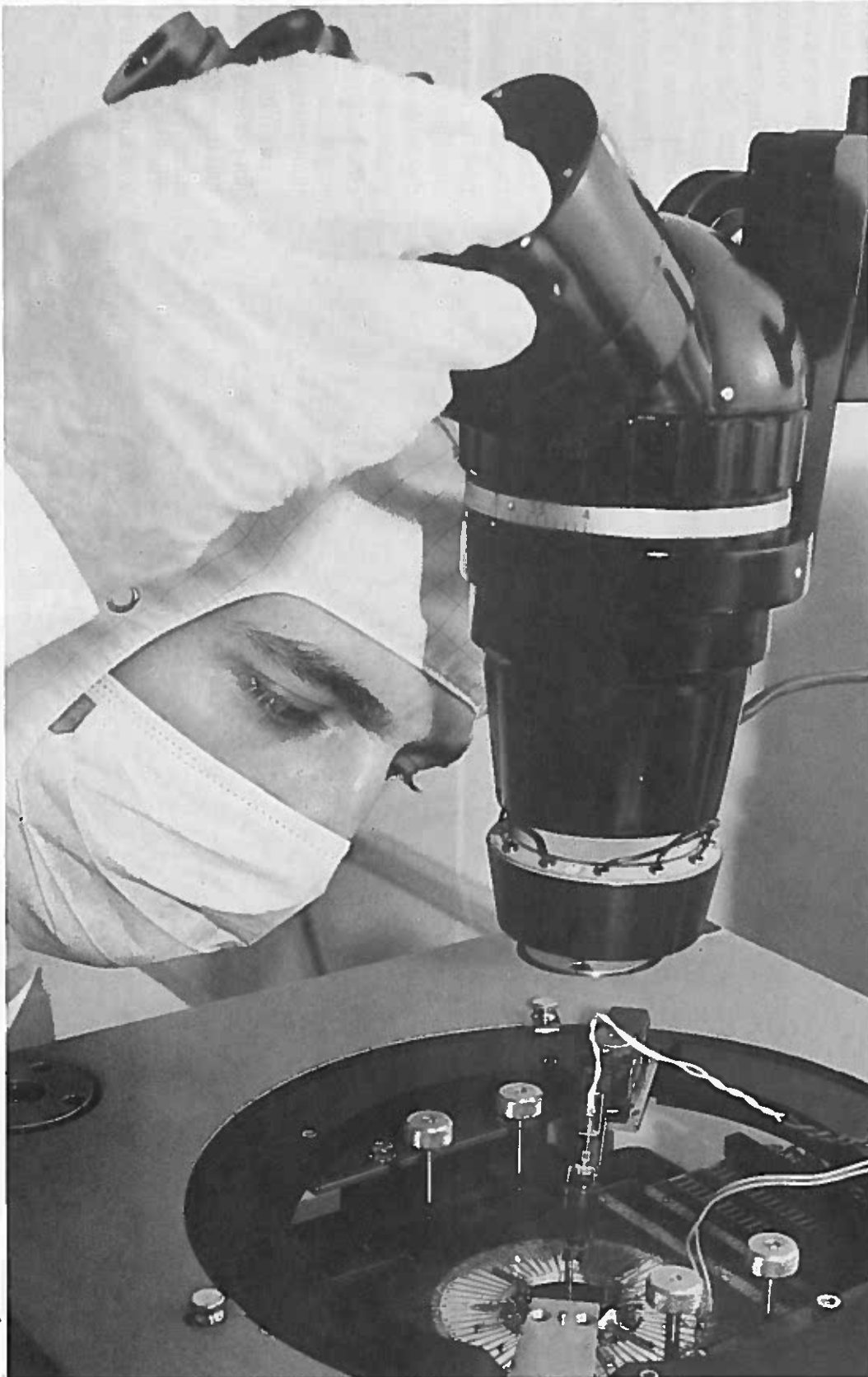
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Mail to: Grumman World, A22-GHQ
1111 Stewart Ave., Bethpage, N.Y. 11714

GrummanWorld

February 12, 1988



Delicate Matter

At Tachonics Corporation, technician John Cook tests a gallium arsenide wafer embedded with integrated circuits.

This unit of the Electronics Systems Division specializes in designing and building circuits on gallium arsenide. Such circuits will speed up the performance of electronics devices and are expected to be a hot seller in the next decade.

Cook is garbed in special, non-shedding clothing to keep the production environment dust-free. This prevents damage to the finished product.

CPR Classes

Name:

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- | | |
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| Bethpage | ☐ March 14 |
| | ☐ March 21 |
| | ☐ March 28 |
| | ☐ April 4 |
| Woodbury | ☐ April 11 |
| Holtsville | ☐ April 18 |
| Great River | ☐ May 2 |
| Calverton | ☐ May 9 |

Mail to Ada Colter, C08-GHQ

CPR Classes Offered

Grumman Medical is offering cardiopulmonary resuscitation courses this year. The three-hour CPR classes will be held on Mondays, starting March 14, from 4:30 to 7:30 p.m.

Participants will learn the signs and symptoms of a heart attack, and CPR techniques. After they pass a written test and perform CPR correctly, they will be certified in the Heartsaver Program by the American Heart Association.

If you are interested in attending a CPR class, fill out the form on this page and mail it to Ada Colter, C08-GHQ. Class size is limited. For further information, contact Colter at (516) 575-3723.

GrummanWorld

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